

UNITED STATES OLYMPIC COMMITTEE

2018 ANNUAL REPORT







//MISSION

**TO SUPPORT U.S. OLYMPIC AND PARALYMPIC ATHLETES
IN ACHIEVING SUSTAINED COMPETITIVE EXCELLENCE
WHILE DEMONSTRATING THE VALUES OF THE OLYMPIC
MOVEMENT, THEREBY INSPIRING ALL AMERICANS.**

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//MESSAGE



MESSAGE FROM USOC LEADERSHIP

2018 WILL BE REMEMBERED AS A YEAR THAT WAS MARKED BY COURAGE, RESOLVE, TRANSFORMATION AND A RENEWED COMMITMENT TO EXCELLENCE.

The U.S. Olympic and Paralympic community faced many challenges, but the one driving force that made it possible to move forward was Team USA—not the brand or the medals—but the athletes we serve. For generations, American athletes have inspired young and old and displayed the values we hope to advance—respect, friendship, excellence, equality, determination and courage.

Those values were on full display at the Olympic and Paralympic Winter Games in PyeongChang, where American athletes delivered historic achievements while taking part in a unifying global experience. Those inspiring performances deserve to be recognized and celebrated—as do the acts of courage that defined 2018 off the field of play.

Across the world, athletes bravely shared their experiences of egregious abuse, harassment and discrimination. This behavior has no place in the U.S. Olympic and Paralympic community, and we have continued to express our apologies and regret to the athletes we serve for our failure to adequately protect them. While we cannot undo the trauma of these horrific experiences, we can promise current and future generations of American athletes better.

The USOC made significant progress to strengthen protections and empower athletes. With changes to governance and personnel, policies and procedures—and most importantly, culture—we began charting a new path forward with critical input and support from athletes and our partner National Governing Bodies.

The USOC provided leadership, energy and resources toward preventing and responding to all forms of abuse and improved its athlete safety policies and procedures to emphasize education and prevention. Central to this effort was advancing the capabilities, effectiveness and independence of the U.S. Center for SafeSport. As we continue to cultivate an environment where athletes feel safe and empowered to raise issues without fear, we provided critical support to the Center to develop a centralized database of suspended individuals and a case management system that provides fair and effective response and resolution.

In addition to our progress to create a culture free from abuse, the USOC took critical steps to reform the organization by instituting new

leadership and stronger accountability measures to adapt to new priorities and an athletes-first culture. To ensure athletes' needs are heard, the USOC modernized its structure to guarantee athletes a powerful voice in governance of Olympic and Paralympic sport and increased agency over key decision-making and functions.

NGB involvement was also enhanced, offering support where needed, and increasing oversight and accountability where compliance was lacking. As we remain laser-focused on prioritizing and supporting the needs of athletes and NGBs, we must set clear standards of organizational excellence and hold all member organizations accountable. That means listening more, collaborating better and being nimble enough to evolve our actions—and doing so in partnership with NGBs while providing the funding and services American athletes need to perform their best in Lima, Tokyo and beyond.

Our work in these areas is far from done. While there are additional changes that must be made to ensure we're providing athletes a safe and healthy environment to develop and compete, we have not lost sight of our progress and the incredible opportunities that lie ahead to honor the legacy of the Olympic and Paralympic movements. The USOC will empower Team USA athletes to thrive, both personally and professionally. That means ensuring athletes are supported before, during and after their competitive careers; providing access to the best resources for mental and physical well-being; protecting athletes' rights to compete in inclusive, safe and clean environments; and creating a platform so athletes' voices are heard when those values are challenged—values that are fundamental to the integrity of sport.

The USOC exists to uphold those values by serving Team USA and advancing the global Olympic and Paralympic movements. Because in the end, it's not only about supporting an athlete's journey to represent and inspire our nation; it's about protecting the integrity of that dream and doing it the right way. Fortified by continued support from our dedicated team of NGBs, partners and the American people, we will succeed and ensure a very bright future for Team USA.

Sarah Hirshland
Chief Executive Officer

Susanne D. Lyons
Acting Chief Executive Officer
(March–August 2018)



SERVING TEAM USA

ADVANCING THE OLYMPIC AND PARALYMPIC MOVEMENTS



//ABOUT



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USOC

FOUNDED IN 1894 AND HEADQUARTERED IN COLORADO SPRINGS, COLORADO, THE UNITED STATES OLYMPIC COMMITTEE SERVES AS BOTH THE NATIONAL OLYMPIC COMMITTEE AND NATIONAL PARALYMPIC COMMITTEE FOR THE UNITED STATES. THE USOC IS FOCUSED ON PROTECTING, SUPPORTING AND EMPOWERING AMERICA'S ATHLETES, AND IS RESPONSIBLE FOR FIELDING U.S. TEAMS FOR THE OLYMPIC, PARALYMPIC, YOUTH OLYMPIC, PAN AMERICAN AND PARAPAN AMERICAN GAMES, AND SERVING AS THE STEWARD OF THE OLYMPIC AND PARALYMPIC MOVEMENTS IN THE UNITED STATES.



THE MOVEMENTS

A federally chartered nonprofit corporation, the USOC received minimal federal funding in 2018 and is one of only four National Olympic Committees in the world that also manages Paralympic sport. Nearly 80 percent of the USOC’s budget has a direct impact on its mission of supporting athletes via a variety of programs for both athletes and their National Governing Bodies. In addition to performance grants and rewards, additional support is provided in the form of training facilities, sports medicine and science, coaching education, health insurance, promotional opportunities, education and career services, outfitting and travel, and athlete safety and anti-doping programming.

The USOC is governed by a board of directors and a professional staff headed by a CEO. Five constituent councils serve as sources of opinion and advice to the board and USOC staff: the Athletes’ Advisory Council, National Governing Bodies Council, Multi-Sport Organizations Council, the Paralympic Advisory Committee and Collegiate Advisory Council. The AAC and the NGBC each have three representatives on the board, while six members of the board are independent. The CEO of the organization and all American members of the International Olympic Committee are ex officio members of the board.

OLYMPIC MOVEMENT

THE OLYMPIC MOVEMENT IS OVERSEEN BY THE INTERNATIONAL OLYMPIC COMMITTEE, WHICH IS SUPPORTED BY 35 INTERNATIONAL FEDERATIONS THAT MANAGE EACH OLYMPIC SPORT ON A GLOBAL LEVEL AND FIVE RECOGNIZED ORGANIZATIONS THAT MANAGE PAN AMERICAN SPORTS. ADDITIONALLY, THE IOC IS COMPRISED OF 206 NATIONAL OLYMPIC COMMITTEES THAT OVERSEE OLYMPIC SPORT AS A WHOLE IN EACH NATION.

▶ The NOCs also come together as the Association of National Olympic Committees and break down into five Continental Associations—including Panam Sports, of which the USOC is a member. Working with their respective NOC and directly with the IFs, National Federations (called National Governing Bodies in the U.S.) administer each sport at the national level. The NOCs are responsible for sending participants to the Games, endorsing potential future Olympic host cities within their countries and promoting the Olympic Movement in their day-to-day activities. In the U.S., there are 45 Olympic NGBs (37 summer, eight winter) and five Pan American NGBs (summer only).

PARALYMPIC MOVEMENT

THE PARALYMPIC MOVEMENT IS OVERSEEN BY THE INTERNATIONAL PARALYMPIC COMMITTEE AND IS SUPPORTED BY 17 INTERNATIONAL FEDERATIONS.

▶ Of the 17 IFs, 11 are shared with Olympic sport, four are Paralympic-sport specific and two represent particular impairment groups (the IPC directly governs eight sports). Meanwhile, 181 National Paralympic Committees oversee Paralympic sport as a whole in each nation, while National Federations (called National Governing Bodies in the U.S.) often manage the administration of the individual sports on a national level. In the United States, U.S. Paralympics directly governs six Paralympic sports, while 16 are managed by U.S. National Governing Bodies that also govern Olympic sport and five are overseen by designated High Performance Management Organizations.

NATIONAL GOVERNING BODIES

NATIONAL GOVERNING BODIES ARE ORGANIZATIONS THAT GOVERN AND MANAGE ALL ASPECTS OF THEIR INDIVIDUAL SPORTS WITHIN THE UNITED STATES. THE NGBS ARE RESPONSIBLE FOR TRAINING, COMPETITION AND DEVELOPMENT FOR THEIR SPORTS, AS WELL AS NOMINATING ATHLETES TO THE U.S. OLYMPIC AND PARALYMPIC TEAMS.

▶ **In the U.S., there are 37 Olympic summer sport NGBs, eight Olympic winter sport NGBs and five Pan American sport NGBs, for a total of 50. Paralympic sports are managed by either the USOC (six), NGBs that also govern Olympic sport (16) or High Performance Management Organizations (five).**

37

SUMMER SPORT NGBS

The following NGBs manage both Olympic and Paralympic sports (14): USA Archery, USA Badminton, American Canoe Association, US Equestrian, USA Fencing, USA Judo, USRowing, USA Shooting, U.S. Soccer, USA Table Tennis, USA Taekwondo, U.S. Tennis Association, USA Triathlon and USA Volleyball.



08

WINTER SPORT NGBS

The following NGBs manage both Olympic and Paralympic sports (2): USA Curling and USA Hockey.



05

PAN AMERICAN SPORT NGBS



06

PARALYMPIC SPORT BODIES

A division of the USOC, U.S. Paralympics governs and manages six sports:

ALPINE SKIING
CYCLING
NORDIC SKIING

SNOWBOARDING
SWIMMING
TRACK AND FIELD

FIVE PARALYMPIC SPORTS ARE MANAGED BY HIGH PERFORMANCE MANAGEMENT ORGANIZATIONS:

- BOCCIA (USA Boccia)
- GOALBALL (U.S. Association of Blind Athletes)
- POWERLIFTING (Logan University)
- WHEELCHAIR BASKETBALL (National Wheelchair Basketball Association)
- WHEELCHAIR RUGBY (Lakeshore Foundation)



//OLYMPIC WINTER GAMES PYEONGCHANG 2018



244 U.S. OLYMPIANS REPRESENTED TEAM USA IN SOUTH KOREA

FACES OF THE GAMES



RED GERARD



CHRIS MAZDZER



JAMIE ANDERSON



KYLE MACK



LINDSEY VONN



SHAUN WHITE



ARIELLE GOLD



ALEX FERREIRA



MIKAELA SHIFFRIN



U.S. OLYMPIC
WOMEN'S
ICE HOCKEY
TEAM



HEATHER BERGSMA,
BRITTANY BOWE, MIA MANGANELLO & CARLIJN SCHOUTENS



U.S.
OLYMPIC
FIGURE
SKATING
TEAM



KIKKAN
RANDALL
& JESSIE
DIGGINS

DAVID
WISE

BRITA
SIGOURNEY

NICK
GOEPPER

CHLOE
KIM

ELANA MEYERS
TAYLOR &
LAUREN GIBBS

MAIA & ALEX
SHIBUTANI

58 AMERICANS RETURNED HOME WITH MEDALS

9

GOLD

8

SILVER

6

BRONZE



U.S. OLYMPIC
MEN'S
CURLING
TEAM



//PARALYMPIC WINTER GAMES PYEONGCHANG 2018



73 U.S. PARALYMPIANS REPRESENTED TEAM USA IN SOUTH KOREA

FACES OF THE GAMES



LAURIE STEPHENS

DAN CROSSEN

BRENNA HUCKABY

ANDREW KURKA

JAKE ADICOFF

ANDY SOULE

NOAH ELLIOTT

JAMIE STANTON

OKSANA MASTERS



TYLER WALKER



BRITTANI
COURY



AMY
PURDY

EVAN
STRONG

SAWYER
KESSELHEIM

KEITH
GABEL

MIKE
MINOR

MIKE
SCHULTZ

KENDALL
GRETSCHE

35 AMERICANS RETURNED HOME WITH MEDALS

13 GOLD **15** SILVER **8** BRONZE



U.S.
PARALYMPIC
SLED HOCKEY
TEAM



//OLYMPIC & PARALYMPIC COMPETITIONS

THE USOC PROVIDES LOGISTICAL AND ORGANIZATIONAL SUPPORT FOR ATHLETE PERFORMANCE AT THE OLYMPIC AND PARALYMPIC GAMES, PAN AND PARAPAN AMERICAN GAMES, AND YOUTH OLYMPIC GAMES. THIS INCLUDES TRAVEL AND OUTFITTING, ON-THE-GROUND STAFFING AND SUPPORT, AS WELL AS HIGH PERFORMANCE TRAINING CENTERS.



OLYMPIC WINTER GAMES PYEONGCHANG 2018

LED BY HISTORIC PERFORMANCES THAT INSPIRED A NATION, U.S. OLYMPIANS, RETURNED HOME WITH 23 MEDALS, INCLUDING NINE GOLDS—THE SECOND MOST BY AN AMERICAN TEAM IN OLYMPIC WINTER GAMES HISTORY.

► There were several U.S. milestones that punctuated PyeongChang 2018, including Shaun White winning Team USA's 100th gold medal in Olympic Winter Games competition, and Red Gerard and Chloe Kim becoming the youngest snowboarders to win gold in their Olympic debuts at age 17. Securing Team USA's first Olympic gold medals in each of their sports, Kikkan Randall and Jessie Diggins won the cross-country team sprint, while the John Shuster rink earned the men's curling title. Chris Mazdzer claimed Team USA's first podium finish in men's singles luge with a silver medal, and captain Meghan Duggan led the U.S. Olympic Women's Ice Hockey Team to its first Olympic gold medal since the sport's debut in 1998. Bolstered by dominating performances in freestyle skiing and snowboarding, Team USA earned medals in 11 of the 15 sport disciplines, the most for any nation. While the PyeongChang Games will be remembered for these inspiring performances, U.S. athletes also showed an amazing amount of depth with 35 top-six finishes—signaling a wealth of opportunity for the 2022 Games and beyond.

PARALYMPIC WINTER GAMES PYEONGCHANG 2018

THE U.S. PARALYMPIC TEAM HAD ONE OF ITS STRONGEST EVER SHOWINGS AT A WINTER GAMES, WINNING 36 MEDALS AND TOPPING THE OVERALL- AND GOLD-MEDAL CHARTS ON EACH DAY OF THE GAMES.

► Team USA surpassed its medal total from 2014 on only the fifth day of competition, earning its largest medal haul since 2002 when it last hosted the Games on home soil. The PyeongChang Games saw the best Paralympic performance ever for the U.S. Nordic skiing team, which garnered 16 total medals—including six from Dan Cnossen and five from Oksana Masters while Kendall Gretsch claimed Team USA's first-ever Olympic or Paralympic gold medal in biathlon. U.S. snowboarders dominated with 13 medals—including seven in the Paralympic debut of banked slalom. Thanks in part to scoring-leader Declan Farmer, the U.S. sled hockey team won an unprecedented third consecutive gold medal in a thrilling overtime victory against Canada.



“THE SUPPORT THE USOC PROVIDES TO ATHLETES IN TERMS OF HEALTH INSURANCE AND ACCESS TO MEDICAL PROFESSIONALS IS PERHAPS ONE OF THE MOST IMPORTANT THINGS, BECAUSE AS ATHLETES, WE’RE PUTTING A TRADITIONAL CAREER ON HOLD TO PURSUE OUR PASSIONS TOWARD OUR OLYMPIC DREAMS. AFTER MY FIRST GAMES, I SAT DOWN WITH COACHES AND PSYCHOLOGISTS AND WE MADE THIS 10-YEAR PLAN FOR HOW I WAS GOING TO BUILD UP AND START HITTING THESE DIFFERENT BENCHMARKS THAT WERE GOING TO MAKE ME INTO AN OLYMPIC-MEDAL CONTENDER. BEING GUIDED THROUGH THAT PROCESS WAS REALLY IMPORTANT.”

KIKKAN RANDALL (FIVE-TIME OLYMPIAN, OLYMPIC GOLD MEDALIST—CROSS-COUNTRY SKIING)

YOUTH OLYMPIC GAMES BUENOS AIRES 2018

Young American athletes represented the U.S. at the Youth Olympic Games in Buenos Aires, Argentina, making their impact felt on a global stage. Team USA athletes, including Olympian Kanak Jha, clinched 18 medals and helped mixed-country teams to another five podium finishes. U.S. athletes experienced world-class competition across 21 sports and also participated in the fifth installment of the International Olympic Committee’s Learn & Share program. A unique element of the Youth Olympic Games, the program offers athletes the opportunity to learn about the Olympic values, explore other cultures and develop the skills to become true ambassadors of their sports.

GAMES PROGRAMS

GOODWILL CAMPAIGN

- ▶ The USOC and U.S. athletes executed a goodwill campaign called “Thank You PyeongChang” to demonstrate Team USA’s support for South Korea, contribute to the positive legacy of the PyeongChang Games and spread Olympism to the global sport community. The year-long program centered around a youth mentorship exchange between students at the Jinbu Middle School in South Korea and figure skating bronze medalists Maia and Alex Shibutani of Team USA, with six video conference lessons and an in-person assembly at the Games. Nearly 30 U.S. teammates participated in additional community outreach events throughout Korea, from speedskating clinics to youth forums, engaging with the people of the host country and building friendships through the spirit of sport.

TEAM USA AMBASSADOR PROGRAM

- ▶ The Team USA Ambassador Program empowered U.S. athletes to be stewards of the Olympic and Paralympic ideals. Through an online course athletes completed prior to the Games, and in-person training sessions upon arrival in South Korea, every member of the 2018 U.S. Olympic and Paralympic teams learned about the program’s pillars of prepare, inspire and unite. Olympic and Paralympic greats such as figure skater Michelle Kwan and Para alpine skier Sandy Dukat led the program, which focused on preparing athletes for the Games environment, inspiring them to be at their best on and off the field, and uniting them as members of Team USA.



**//ATHLETE & NGB
FOUNDATIONAL PROGRAMS**





ADDITIONAL PROGRAMMING AND SUPPORTING SERVICES ARE DEDICATED TO ENHANCING HOLISTIC ATHLETE WELL-BEING AND THE SUCCESSFUL OPERATION OF NGBS. THIS INCLUDES SAFE SPORT AND ANTI-DOPING CONTRIBUTIONS, AS WELL AS CAREER AND EDUCATION ASSISTANCE, ALUMNI RELATIONS, OMBUDSMAN SERVICES, NGB ORGANIZATIONAL SUPPORT, DIVERSITY AND INCLUSION PROGRAMMING AND COLLEGIATE PARTNERSHIPS COUNSEL.

“ACE HAS GREATLY ENHANCED MY CAREER AS AN ATHLETE BY HELPING PROVIDE ME THE TOOLS TO PREPARE FOR LIFE AFTER MY ATHLETIC CAREER. I’VE RECEIVED SCHOLARSHIPS AND HELP PREPARING MY RESUME, WHICH THEN LED TO JOB OPPORTUNITIES. THE MORE I KNOW I’LL HAVE THE SKILLS TO BE SUCCESSFUL AFTER MY ATHLETIC CAREER, THE MORE I AM ABLE TO JUST FOCUS ON GETTING DOWN THE ICE FAST.”

ELANA MEYERS TAYLOR (THREE-TIME OLYMPIAN,
THREE-TIME OLYMPIC MEDALIST—BOBSLED)

MEYERS TAYLOR



//ATHLETE & NGB FOUNDATIONAL PROGRAMS



ATHLETE SAFETY

The USOC remained deeply focused on critical initiatives and collaboration across the entire U.S. Olympic and Paralympic community to protect, support and empower America's athletes. With a renewed commitment to creating an athlete-centric culture that is free from all forms of abuse, the USOC made significant progress to strengthen protections for athletes.

IMPORTANT LESSONS LEARNED—The U.S. Olympic and Paralympic community has an obligation to find out how instances of abuse occur. Together with member NGBs, the USOC exists to serve athletes and deliver on their behalf. Critical to that accountability, the USOC is responsible for ensuring proper oversight to help prevent and mitigate abuse of any kind in sport.

COMMITMENT TO CHANGE—While cooperating with and considering the findings of independent investigations and recommendations, the USOC began to implement important actions to strengthen protections for athletes.

THE PATH FORWARD—The USOC continued to review the culture of elite sports in the United States and implement changes aimed at strengthening and modernizing safeguards to ensure the safety and well-being of the athletes it serves.

KEY ACTIONS

The USOC implemented several policies and procedures to create a safer and more empowering environment for athletes, highlighted by five central tenets that each involved several initiatives aimed at addressing shortcomings:

1. IMPROVE ATHLETE SAFETY PROGRAMS AND EFFECTIVENESS OF THE U.S. CENTER FOR SAFESPORT—Improve the USOC's athlete safety policies and procedures, while also promoting the capabilities and independence of the U.S. Center for SafeSport via additional funding and support, both within and outside the U.S. Olympic and Paralympic community.

INCREASED FUNDING. The USOC contributed \$3.1 million to the U.S. Center for SafeSport, enabling the agency to hire additional investigators and staff, improve the resolution of cases, enhance ongoing communication for survivors and their families, provide age-appropriate training on recognizing and preventing abuse, and offer improved and more accessible resources via SafeSport.org. To guarantee the Center's independence, which is critical for success, the USOC requested federal funding to further support the Center's work in abuse education, prevention, investigation and adjudication.

Additionally, the USOC's 50 member NGBs voted in September to add nearly \$1 million in funding for the Center, a near 25 percent increase. Under the new structure, NGBs will give approximately \$2 million annually to the Center.

CENTRALIZED DISCIPLINARY DATABASE. The USOC supported the U.S. Center for SafeSport's effort to create a public, comprehensive and centralized disciplinary database of permanently ineligible and suspended individuals across the USOC, NGBs and the Center.

RESPONSE AND RESOLUTION. The USOC also continued to work with the Center to support the creation of a case management system to track grievances (including non-sexualized cases of bullying and harassment) that will be accessible to the USOC and all member organizations.

ATHLETE SAFETY POLICY. The USOC updated its Athlete Safety Policy to comply with the Protecting Young Victims from Sexual Abuse and Safe Sport Authorization Act, requiring reporting of suspected child abuse to both law enforcement and the U.S. Center for SafeSport within 24 hours. The policy is under review and will be further modified based on feedback from the Athletes' Advisory Council and other constituent groups.

2. ATHLETE ADVOCACY—Empower Team USA athletes to shape key USOC and NGB policies and programs, and improve education and communication to set American athletes up to be successful leaders in the U.S. Olympic and Paralympic movements.

ATHLETE REPRESENTATION. The USOC engaged the Athletes' Advisory Council and U.S. Olympians and Paralympians Association to identify key issues requiring action by both the USOC and NGBs. Specifically, the USOC worked with the AAC to review athlete representation on the USOC board and ensure athletes have a powerful voice in the governance of Olympic and Paralympic sport in the United States. Following continued discussions, the USOC is exploring proposed changes to its bylaws and process for direct athlete representation to the USOC board.

3. EVALUATE AND REFORM USOC ENGAGEMENT WITH ATHLETES AND NATIONAL GOVERNING BODIES—Drive meaningful reform in how the USOC interacts with and oversees its member NGBs and enhance engagement with the athletes it serves.

ATHLETE & NGB ENGAGEMENT COMMISSION. In June, the USOC chartered an Athlete & NGB Engagement Commission comprised of athlete, NGB and independent board representation, plus individuals with governance expertise in relevant organizations. Chaired by former WNBA President Lisa Borders, the "Borders Commission" was charged with reviewing how the USOC interacts with and oversees its 50 diverse member NGBs and making recommendations—including examining whether changes are needed to the Amateur Sports Act, the USOC or NGB bylaws, or other policies and procedures.

INDEPENDENT REPORT. In December, the USOC closely reviewed and responded to the Ropes & Gray Report and the House Committee on Energy and Commerce Report and worked with Congress and the Athlete & NGB Engagement Commission to plan additional actions and reforms. The USOC swiftly responded to facts provided by the report by terminating the employment of its chief of sport performance.

MEMBERSHIP AUDITS AND COMPLIANCE. To ensure NGBs comply with conditions of USOC membership, the USOC increased the frequency of its audits and expanded the scope of its annual compliance reviews to include safe sport components in addition to traditional elements of governance and financial controls. The USOC also expanded its audit and compliance division and began publishing NGB compliance reports to ensure increased transparency.

ATHLETE FEEDBACK. Nearly 1,000 athletes provided feedback via an athlete-only survey, allowing the USOC to gather insights into improving policies, programs and services, and to better understand athletes' priorities and concerns. The survey results were shared with the Athletes' Advisory Council, NGBs, the U.S. Center for SafeSport and athlete respondents, along with an outline of the USOC's immediate actions to address feedback.

4. STRENGTHEN USOC ORGANIZATION AND EFFECTIVENESS—Institute new leadership and stronger accountability measures, both internally and within NGBs, to further modernize organizational and governance structure while ensuring the USOC delivers a safe and successful Olympic and Paralympic community—one that is balanced between holistic athlete well-being and competitive excellence.

INTERNAL REFORM. To further ensure organizational effectiveness, the USOC restructured its leadership team, led by the hiring of new CEO Sarah Hirshland and the appointment of new chair Susanne Lyons (effective Jan. 1, 2019). Several internal divisions also saw significant change, including the hiring of a vice president of athlete safety to integrate athlete safety across organizational and movement-wide initiatives. The athlete safety office expanded to increase resources and support for athletes and NGBs. Additionally, the USOC audit and compliance function was reorganized under a new comprehensive compliance division, increasing the independence of the department.

5. SUPPORT ELITE U.S. GYMNASTS AND CONTINUED EVALUATION OF USA GYMNASTICS—Create a stable, safe and supportive training environment for elite U.S. gymnasts, while evaluating USA Gymnastics' reforms and status as the recognized NGB in the United States.

USA GYMNASTICS REFORM. The USOC was a central driver of organizational reform at USA Gymnastics, forcing the resignation of both USAG's CEO and full board of directors. Following a mandate by the USOC to reseat its board of directors, the USAG interim board of directors confirmed the election of the organization's new board in June 2018.

SECTION 8. The USOC performed a forensic evaluation of USA Gymnastics in November to determine USAG's ability to support its athletes and identify the resources required to undergo the necessary changes for athlete well-being and organizational stability. Recommendations were offered, but ultimately, the USOC filed a Section 8 complaint, seeking to revoke USAG's recognition as the NGB for gymnastics in the United States.

ATHLETE ASSISTANCE FUND. The USOC pledged an initial grant of \$1.3 million grant to the Athlete Assistance Fund established by the National Gymnastics Foundation to provide resources to survivors of sexual abuse. Additional planning began to provide training, support and policies to gymnastics clubs across the country to better support and protect athletes of all ages and skill levels from abuse.

SEAMLESS SUPPORT. The USOC continued to ensure seamless training for elite U.S. gymnasts and identified alternative training sites—including the U.S. Olympic Training Center in Colorado Springs—following the removal of Karolyi Ranch as the USA Gymnastics National Team Training Center.



//ATHLETE & NGB FOUNDATIONAL PROGRAMS



ANTI-DOPING

The USOC supports and assists the World Anti-Doping Agency and the U.S. Anti-Doping Agency in their efforts to protect clean athletes in sport. This includes cooperating with WADA and USADA in promoting fairness and equality for all athletes and respecting the autonomy of both agencies. As a condition of membership and recognition by the USOC, NGBs and Paralympic Sport Organizations must comply with national and international anti-doping codes.

During 2018, the USOC—in collaboration with the National Governing Bodies Council and Athletes' Advisory Council—provided constructive input and support to WADA's review and update of the WADA Code, a vital framework for fair, effective and uniform rules to hold all stakeholders accountable.

In its ongoing efforts to support their important work, the USOC also continued to provide substantial financial support to USADA and to the Partnership for Clean Competition. In their missions to preserve the integrity of competition, USADA manages the drug testing program, results management processes and education for Olympic and Paralympic athletes and the PCC engages and supports scientific anti-doping research and development. To support those efforts and initiatives, the USOC contributed \$5.1 million to USADA and \$750,000 to the PCC to help protect athletes' rights to compete in a clean sport environment.

ATHLETE CAREER AND EDUCATION

The USOC Athlete Career and Education Program provides current and retired Team USA athletes with career, education and life skills resources to support athletic performance goals and facilitate successful transition to careers post-competition. Nearly 600 athletes were directly served in 2018, representing 94 percent of sports. Further, 95 athletes gained job placements through ACE and 210 athletes were enrolled in DeVry University, the USOC's education partner. These athletes received nearly \$1.5 million in tuition scholarships, with 19 athletes earning degrees. To support those studying at other institutions, USOC tuition grants totaling \$256,000 were awarded to 117 athletes, 67 percent of whom were Olympians or Paralympians.

The USOC also welcomed 88 Olympians and Paralympians from the 2018 Games to participate in the ACE Olympic and Paralympic Summit, which featured 12 activities and workshops to help athletes achieve their goals both in and beyond sport. ACE also launched two initiatives for athlete entrepreneurs and continued its complimentary tax services with 40 athletes receiving preparation advice from IRS-certified volunteers. Additionally, two Pivot Workshops were conducted and provided 25 retiring athletes with tools and techniques to aid in their transition to life after competition.



OMBUDSMAN

The USOC doubled staffing and expanded resources for the ombudsman's office, which offers confidential, independent and free advice to athletes seeking guidance and dispute resolution regarding their rights to compete at protected competitions, as well as rules and regulations relevant to them through the Ted Stevens Olympic and Amateur Sports Act. Having previously reported to the USOC CEO, the ombudsman altered its structure to report to the new Athlete & NGB Engagement Committee of the USOC board. Comprised of leaders from both the NGB and Athletes' Advisory councils, the committee is responsible for overseeing NGB compliance, athlete safety, the ombudsman and issues of greatest importance to athletes and NGBs.

NGB SERVICES

The USOC dedicated \$2.4 million in 2018, up more than 90 percent from the previous year, to support NGBs in their operational effectiveness and service to athletes in 50 sports. The USOC works with NGBs to improve governance and leadership functions, strategic planning and business operations. By aiding NGBs as they navigate issues and resource deficiencies, the USOC helps NGBs become more organizationally sound, in turn creating better environments for athletes to train and compete. Alongside working individually with NGBs and HPMOs, the USOC facilitates opportunities for sharing best practices and monthly calls.

COLLEGIATE PARTNERSHIPS

The USOC Collegiate Advisory Council, chaired by USOC board member Kevin White, developed a cross-branding solidarity campaign to celebrate the value of Olympic and Paralympic sports on college campuses. The campaign theme, structure and activation plans were vetted with collegiate stakeholders and is set to launch during the 2019–20 academic year in the lead-up to the Olympic and Paralympic Games Tokyo 2020. The council also conducted an anonymous survey of national team members to improve the student-athlete experience, identifying four policy priorities: increase access to development resources, provide more flexibility to train, expand NCAA legislation to create Paralympic parity, and extend education and support for athletes during the post-collegiate transition. Given those findings, the council explored policy and reform concepts that will be considered during the 2019–20 academic year.

DIVERSITY AND INCLUSION

The USOC's diversity and inclusion efforts underscore the organization's commitment to enhance performance, inspire the next generation of U.S. Olympians and Paralympians, and better reflect the athletes it serves. In 2018, the USOC released the fifth edition of its award-winning scorecard program, which measures retention and employee satisfaction at the USOC and NGBs as a direct correlation to race, ethnicity, gender, disability and military veteran status. With this program, the USOC remains the only major sports organization to voluntarily release its diversity data to the public. Additionally, the USOC fostered a progressive culture by offering training on diversity and inclusion-related topics to staff and NGBs and revitalized its Employee Resource Groups by auditing for additional needs beyond its current offerings: Pride Link, Emerging Leaders in Sport and Women's NET.

To encourage diversity and help create a level playing field in hiring pools, the USOC continued its Qualified Underrepresented Applicant Directive hiring program and hosted its 25th annual FLAME collegiate pipeline program. The USOC also recognized growth in diversity and inclusion of NGBs by awarding \$5,000 to both USA Softball and USA Triathlon as part of the fourth annual USOC D&I Awards. For these efforts, the USOC was honored with the 2018 Innovation + Inclusion Leadership Award from the Society for Diversity and the 2018 Diversity Leader Award from the Profiles in Diversity Journal.

U.S. OLYMPIANS AND PARALYMPIANS ASSOCIATION

The U.S. Olympians and Paralympians Association implements programs that encourage U.S. Olympians and Paralympians to foster the Olympic and Paralympic values in their communities, encourage youth to pursue those values, develop camaraderie among athletes and honor the individuals who have shared the unique experience of representing their nation at the Games. In 2018, the association launched its first-ever online social network, which allows Olympians and Paralympians to connect with other alumni from previous Games. The network was created as an exclusive community reserved only for USOPA members and accommodates nearly 700 users. Ongoing efforts for network content include exclusive Olympian- and Paralympian-based feature articles, podcasts and chapter-driven communications.



//HIGH-PERFORMANCE PROGRAMS

NEARLY HALF OF THE USOC'S BUDGET IS DIRECTED TOWARD PROGRAMMING AND SERVICES THAT SUPPORT AND IMPACT ELITE ATHLETE PERFORMANCE. IN ADDITION TO GRANTS AND REWARDS, THIS INCLUDES ATHLETE HEALTH INSURANCE, SPORTS MEDICINE AND SCIENCE, COACHING EDUCATION PROGRAMS, AND PARALYMPIC OUTREACH AND DEVELOPMENT.





“I HAVE BEEN PRIVY TO NUMEROUS BENEFITS FIRST-HAND FROM THE PROGRAMMING AND SERVICES THAT THE USOC PROVIDES TO TEAM USA ATHLETES. COLLABORATING WITH THE TOP DIETITIANS, SPORTS MEDICINE PROFESSIONALS, SPORT PSYCHOLOGISTS, TRAINERS AND PHYSIOLOGISTS IN THE WORLD HAS PROVEN INVALUABLE IN REACHING MY ATHLETIC POTENTIAL. THE ENTIRE TEAM BEHIND ME IS WORKING AROUND THE CLOCK TO ENSURE ALL OLYMPIC AND PARALYMPIC ATHLETES ARE PREPARED—MENTALLY, PHYSICALLY AND EMOTIONALLY—FOR TOKYO 2020.”

ALLYSA SEELY (2016 PARALYMPIAN, PARALYMPIC GOLD MEDALIST—PARATRIATHLON)

SEELY

photo by ITU Media/Delly Carr



//HIGH-PERFORMANCE PROGRAMS

EQUAL MEDAL BONUSES

As part of a continued effort to direct more resources to athletes, the USOC increased Operation Gold Awards for Paralympic athletes by 400 percent, a move that was retroactively applied to include medals won at the Paralympic Winter Games PyeongChang 2018. Paralympians and Olympians now earn equal payouts for medal performances—including:

- \$37,500** for each gold medal earned at the Games
- \$22,500** for silver
- \$15,000** for bronze

U.S. Paralympians won 36 medals in South Korea and garnered more than \$1.2 million in bonuses.

HIGH-PERFORMANCE GRANTS

To maximize resources, high performance grants are strategically allocated to give the greatest number of American athletes the opportunity to succeed using a focused, high-performance support process. In 2018, \$83 million was distributed directly to athletes, NGBs and HPMOs. Funds given to NGBs and HPMOs were utilized for elite athlete programming, such as training camps, coaching and travel to international competition. The USOC increased its Athlete Performance Pool to 1,479 athletes, expanding the number of athletes qualified for monthly monetary stipends to supplement the training and competition resources provided. Additional support is offered via Operation Gold—which totaled \$5.3 million in payments to 456 athletes for their top finishes in each sport's most competitive senior international competition of 2018—and Elite Athlete Health Insurance benefits, which amounted to \$7.6 million in support to 1,237 athletes in 2018.

SPORTS MEDICINE

The USOC is a recognized world leader in sports medicine, leveraging research and technology to preserve and promote athlete health while giving Team USA a competitive edge. USOC clinicians had more than 32,000 athlete engagements in 2018, offering \$5.2 million worth of evidence-based care through an integrated, multidisciplinary team approach. Reaffirming these efforts was the IOC renewing its commitment to the U.S. Coalition for the Prevention of Illness and Injury in Sport, which was recognized for the second straight year as one of only 11 research centers supported by the IOC. In partnership with the Steadman Philippon Research Institute and the University of Utah Health, the coalition provided education to more than 400 sports medicine clinicians from around the world, focusing its research on infectious diseases, joint preservation, sports-related concussions and mental health concerns in sport. Further, the USOC expanded programming for health monitoring, serving more than 840 Olympic and Paralympic athletes. The National Medical Network continued to provide vital support to Team USA athletes, offering nearly \$4 million in services during 2018 through best-of-class medical partners.

SPORTS SCIENCE

The USOC delivers focused, applied and performance-impacting sports science and technology to America's elite athletes and coaches. With experts in nutrition, physiology, strength and conditioning, psychology and performance technology, the team uses cutting-edge science and training techniques to further athlete development. More than 1,000 Team USA athletes received nearly \$6.7 million in sports science services in 2018, driven in part by the athlete assessment protocol, which provides real-time feedback in the areas of nutrition, physiology and psychology. USOC service providers also serve as industry leaders in collegiate and professional sport landscapes.

COACHING

The USOC is committed to supporting NGBs by pioneering coaching education and training opportunities to help guide Team USA athletes to competitive excellence through a positive and healthy sport experience. In 2018, alumni from the USOC's coaching development program supported 75 percent of U.S. medals at the Olympic Winter Games PyeongChang 2018. Additionally, the USOC, Nike and Project Play launched How to Coach Kids, a free, 30-minute online training course on coaching kids ages 12 and under. The course aims to increase the quality and quantity of volunteer youth coaches in the U.S., and keep kids engaged in play while promoting active, safe and healthy lifestyles. The USOC also continued to expand its American Development Model with the first-ever ADM and Youth Sport Symposium. Featuring 150 leading stakeholders in youth sports, the symposium focused on how to enhance the U.S. youth sport experience with an emphasis on player safety and positive sport experiences.

PARALYMPIC OUTREACH

U.S. Paralympics engages current and future athletes through a variety of sport programs, including Paralympic Sport Clubs, community and partner engagement, and strategic athlete recruitment. In 2018, U.S. Paralympics partnered with 160 PSCs, including 60 clubs that are recognized within the Paralympic Sport Club Excellence Program. Through the PSC network, ongoing programming in 26 Paralympic sports was offered to 5,993 youth and 9,249 adults. A total of 15,242 unique athletes engaged in 89,412 hours of Paralympic sport programming, including participation by a total of 2,757 veterans and service members. U.S. Paralympics implements a nationwide athlete identification and development strategy that introduces Americans with disabilities to Paralympic sports across the country. Through sport development initiatives, more than 890 athletes were added to the U.S. Paralympic sport pipeline in 2018.



SUMMER SPORT HIGHLIGHTS

SIMONE BILES earned six podium finishes—including a record fourth all-around title—at the FIG World Championships, improving to 20 career world championship medals and tying the record for the most of any female gymnast. She became the first woman in 30 years to win a medal on all six events at the world gymnastics championships or Olympics.

MARK BARR and **ALLYSA SEELY** swept gold medals in the men's and women's PTS2 categories at all three stops of the 2018 ITU World Paratriathlon Series before concluding the season with world titles in Gold Coast, Australia.

ELI DERSHWITZ claimed the No. 1 world ranking and was crowned the overall world cup champion in men's saber fencing, while **COURTNEY HURLEY** became the first American fencer in history to win an individual world championship medal in epee—a bronze—while aiding the U.S. women to the gold medal in the team event. Meanwhile, the U.S. Women's Foil Fencing Team of **LEE KIEFER**, **NZINGHA PRESCOD**, **NICOLE ROSS** and **MARGARET LU** won the first-ever world championship title for an American team in foil.

ADELINE GRAY captured the women's gold medal at 76 kg. at the World Wrestling Championships, marking her fourth career world gold medal and tying for the most by an American wrestler—male or female.

VINCENT HANCOCK won his fourth world title in skeet shooting at the ISSF World Championships, tying the world record. On the women's side, **CAITLIN CONNOR** became the fourth consecutive U.S. athlete to win a world championship women's skeet title.

DESIREE LINDEN became the first American woman to win the Boston Marathon in 33 years, overcoming brutal weather conditions to clock 2:39:54—more than five minutes ahead of the field.

TATYANA MCFADDEN won her fifth women's Boston Marathon wheelchair division title and finished second in the London Marathon six days later, improving her record to 22 world major marathon series victories to date.

PATRICK REED won his first major golf title at the Masters, finishing 15-under at 273 after firing a final-round 71 to edge fellow Olympian **RICKIE FOWLER** by one stroke.

ALEX SORGENTE, **TRISTAN RENNIE** and **TOM SCHAAR** swept the world championship podium in the new Olympic event of skateboard—park, leading Team USA to a total of eight podium finishes.

JILL WALSH finished the season ranked No. 1 in the UCI Para-cycling rankings after claiming two world titles—her first world crowns since 2015—at the UCI Para-cycling Road World Championships.

The U.S. Women's Basketball World Cup Team won its third straight world cup title—and 10th overall—at the FIBA Women's Basketball World Cup, qualifying for the Olympic Games Tokyo 2020.

Led by **MATT ANDERSON**, the U.S. Men's Indoor Volleyball Team earned a historic bronze medal at the FIVB World Championship, marking the first world championship medal for the U.S. in 24 years.

Anchored by **MCLAIN WARD**, the U.S. Jumping Team won a historic gold medal at the FEI World Equestrian Games in a thrilling jump-off against Sweden—marking the first world title for the U.S. since 1986—and secured a national team quota spot for the Olympic Games Tokyo 2020.

The handcycling relay team of **WILL GROULX**, **DAVID RANDALL** and **OZ SANCHEZ** topped the host Italian team to become the world champions at the 2018 UCI Para-cycling Road World Championships, where American athletes earned 15 podium finishes.

The U.S. Men's Eagles Rugby Sevens Team won back-to-back silver medals at HSBC World Rugby Sevens Series events, securing a No. 1 world ranking for the first time in history. Meanwhile, American points leader **JOE DELAGRAVE** helped the U.S. Wheelchair Rugby Team to a third-place finish at the IWRF World Championship.

The U.S. Women's Softball World Championship Team qualified for the Olympic Games Tokyo 2020 after finishing with a perfect record and claiming the gold medal at the WBSC Women's World Championship.



//ATHLETE TRAINING FACILITIES

THE USOC OPERATES AND PARTNERS WITH A VARIETY OF WORLD-CLASS FACILITIES TO SUPPORT ATHLETES IN THEIR DAY-TO-DAY TRAINING AND DEVELOPMENT. THIS INCLUDES OPERATING TWO OLYMPIC TRAINING CENTERS, PLUS SUPPORTING 14 PARTNER TRAINING SITES AND PARTNERING WITH 38 MULTI-SPORT ORGANIZATIONS.

TRAINING CENTERS

The USOC operates high-performance Olympic Training Centers that feature a collection of world-class facilities and serve as the home base for sports medicine and science services. A total of 13,151 athletes in 820 programs were supported throughout 2018 at the two facilities. In addition, hundreds of elite athletes are long-term residents of the OTCs, where they receive all the resources necessary to live and train. Colorado Springs, Colorado, is home to the flagship OTC and visitor center, and the complex also houses headquarters for USA Shooting and USA Swimming. The Colorado Springs OTC is equipped to provide housing, dining, training and recovery facilities, and other services for more than 500 athletes and coaches at one time.

Meanwhile, Lake Placid, New York—host of the Olympic Winter Games 1932 and 1980—is the site of the winter-sport focused OTC, which also includes offices for USA Bobsled & Skeleton and USA Luge.

OLYMPIC AND PARALYMPIC TRAINING SITES

In 2018, the USOC partnered with 14 U.S. Olympic and Paralympic Training Sites that work in collaboration with NGBs and HPMOs to provide nearly 500 national team athletes access to additional resources, services and facilities in 12 states. The USOC provides additional support to two of the sites—the Chula Vista Elite Athlete Training Center and the Utah Olympic Legacy Foundation—to ensure the highest level of resources and availability for Team USA athletes.

MULTI-SPORT ORGANIZATIONS

The USOC partnered with 38 Multi-Sport Organizations in 2018 to help drive national interest and participation in sport. The partner programs represent a combination of youth, disability, military, community and education-based organizations. With more than 45 million members, MSOs—such as YMCA of the USA and Boys & Girls Clubs of America—expand chapter networks and increase opportunities for sport participation at the national, international and grassroots levels.

BY THE NUMBERS:

COLORADO SPRINGS

9,804 ATHLETES,
618 PROGRAMS

LAKE PLACID

3,347 ATHLETES,
202 PROGRAMS

**OLYMPIC,
PARALYMPIC
AND WORLD
CHAMPIONSHIP
MEDALISTS
UTILIZED THE
U.S. OLYMPIC
TRAINING
CENTERS
DURING THE
QUAD LEADING
UP TO 2018,
INCLUDING:**

193

45 OLYMPIC MEDALISTS **18** PARALYMPIC MEDALISTS

130 WORLD CHAMPIONSHIP MEDALISTS (86 IN OLYMPIC SPORT, 44 IN PARALYMPIC SPORT)



“I FOUND MYSELF ORGANICALLY AND NATURALLY IMMERSSED INTO LIFE AT THE TRAINING CENTER, WHICH INCLUDES GOING TO THE CAFETERIA AND GETTING THREE SQUARE MEALS A DAY OF PERFECTLY DESIGNED, HEALTHY NUTRITION. I WAS WORKING WITH A STRENGTH AND CONDITIONING COACH FOR THE VERY FIRST TIME IN MY LIFE, DEDICATED JUST TO ME, AND WORKING OUT IN THE AMAZING FACILITY OF THE TED STEVENS BUILDING. AND I HAD ACCESS TO SPORTS MEDICINE, WHICH WAS PROBABLY THE SINGLE GREATEST THING THAT TRANSFORMED MY ATHLETICISM [...] THE OTC PLAYED ONE OF THE MOST CRITICAL ROLES IN GETTING ME TO WHERE I AM TODAY AND WHERE I’M GOING TOMORROW. THE RESOURCES THAT WE HAVE AT OUR DISPOSAL THERE ARE SECOND TO NONE AND IT’S WHY WE’RE THE GREATEST TEAM IN THE WORLD.”

BILLY LISTER (2016 PARALYMPIAN—CYCLING)

BILLY

LISTER



JORDAN

BURROUGHS

“THE MEDIA SUMMITS HOSTED BY THE USOC HAVE BEEN PIVOTAL IN HELPING TO PROMOTE EACH INDIVIDUAL ATHLETE AS A BRAND AND CREATING EXPOSURE WITHIN MAJOR MEDIA OUTLETS. I’VE FOUND THESE EVENTS VERY HELPFUL IN EXTENDING MY BRAND AWARENESS BEYOND THE NICHE SPORTS, WHICH A LARGE GROUP OF OUR ATHLETES COMPETE WITHIN. EVERY OLYMPIAN HAS THE OPPORTUNITY TO BE REGARDED AND PUBLICIZED AS A HERO, AND DESERVINGLY SO. I COULDN’T BE HAPPIER WITH THE CONNECTIONS I’VE BEEN ABLE TO GAIN WITH THE HELP OF THE USOC AND THEIR MEDIA EVENTS.”

JORDAN BURROUGHS (TWO-TIME OLYMPIAN, OLYMPIC GOLD MEDALIST—FREESTYLE WRESTLING)

//TEAM USA MEDIA & PROMOTION



PROGRAMS RELATED TO THE PUBLIC PROMOTION OF TEAM USA, AND THE OLYMPIC AND PARALYMPIC MOVEMENTS POSITIVELY IMPACT ATHLETES' PERSONAL BRANDING AND SPONSORSHIP OPPORTUNITIES. THIS INCLUDES TRADITIONAL AND DIGITAL MEDIA, BROADCASTING INITIATIVES AND INTERNATIONAL OUTREACH.

TEAM USA NETWORK

In 2018, the TeamUSA.org network saw more than 22 million unique visitors and amassed 90 million page views. Unique visitors increased during the Olympic Winter Games PyeongChang 2018 by 92 percent (12.2 million) compared to the 2014 Games, and U.S. Olympic Team Trials totaled 2.3 million Instagram video views. Team USA athletes also saw strong social media growth with the addition of 6 million followers during the 2018 Games.

Throughout 2018, the network continued its strong presence across digital and social platforms with 83 million video views—more than 36 percent from the previous year—and 1.3 billion social impressions (up 317 percent from 2017). Team USA's digital and social engagement was driven in part by compelling content highlighting the on- and off-field achievements of Team USA athletes; more than 327,000 hours of live stream NGB competitions, Hershey's Gold-Medal Moments (1.2 million views) and Working Out with Team USA presented by KT Tape (990,000 views).

// **The Olympic Channel: Home of Team USA** debuted the second installment of the Team USA Summer Champions Series presented by Xfinity, highlighting Team USA's progression toward the Olympic Games Tokyo 2020. Supported by Bridgestone, the series featured national championships in beach volleyball, diving, swimming, track and field, and gymnastics, with broadcasts on NBC, NBCSN and the Olympic Channel: Home of Team USA from May through June. Team USA fans consumed more the 3.3 million digital video views and an additional 3.5 million Instagram story views.

// The talent identification program **"Milk Life presents, The Next Olympic Hopeful"** was designed to enhance the pipeline of world-class athletes pursuing Olympic sport; promote the concept of talent identification; and provide media exposure for the seven NGBs participating in the program. The second year of the program saw an 84 percent increase in contestant applications. Three athletes from the first two seasons competed on the Team USA bobsled national team, earning a collective nine medals at elite international events.

// **Team USA Awards presented by Dow** returned for its fourth installment in 2018, helping generate fan engagement and promote the inspiring performances of American athletes. The program includes monthly awards for outstanding male, female and team performances, and was highlighted by the Best of the Games ceremony in April, which recognized Team USA's outstanding performances from the Olympic and Paralympic Winter Games PyeongChang 2018. Hosted by NBC sportscaster Mike Tirico in Washington, D.C., the awards show was televised as a 90-minute feature for the first time and aired on NBCSN. A revamped online voting platform at TeamUSA.org/Awards increased monthly fan voting by 351 percent and helped produce a record of 580,000 fan votes to determine the annual athlete and team awards along with input from members of the Olympic and Paralympic community.

// **Team USA WinterFest presented by HERSHEY'S** featured a 13-stop interactive tour that circled the country—and made a stop in Seoul, South Korea—bringing the excitement of the Olympic and Paralympic Winter Games to Team USA fans around the world. Free and open to the public, nearly 60,000 fans enjoyed Team USA athlete meet and greets along with several interactive elements, including HERSHEY'S S'moresmobile, Bobsled Boomerang, and OREO's Team USA Curling Challenge and Social Media Truck.



//TEAM USA MEDIA & PROMOTION

OLYMPIC DAY

The USOC supported hundreds of 2018 Olympic Day events across the U.S. with nearly 40,000 participants. The U.S. Olympic Training Center in Colorado Springs, Colorado, hosted an open house, allowing guests from across the country an inside look at how Olympic and Paralympic athletes live and train with the opportunity to try sitting volleyball, wheelchair basketball and modern pentathlon. Olympic Day is held annually on June 23 to commemorate the birth of the modern Olympic Games in 1894, and is celebrated by millions of people in more than 160 countries. Its mission is to cultivate fitness, well-being, culture and education, while promoting the Olympic values of excellence, friendship and respect. Guiding all Olympic Day events are three pillars: move, learn and discover.

ARCHIVES

The Crawford Family U.S. Olympic Archives at USOC headquarters nurture and promote the U.S. Olympic and Paralympic movements through preservation and presentation of artifacts that capture the history of Team USA. In 2018, the archives received one of the most complete collections of Olympic torches and medals in the world from U.S. Olympic and Paralympic Foundation president Gordy Crawford, totaling over 300 artifacts. In addition, the archives developed opportunities for museum exhibits and national displays to showcase historic Olympic and Paralympic memorabilia, including events in support of U.S. Olympic and Paralympic Properties, Olympic sponsors and the 50th anniversary alumni reunion of the Olympic Games 1968 Mexico City. The archives also continued to collaborate with the U.S. Olympic Museum and Hall of Fame on exhibit content development and outreach. Set to open in 2020, the museum will welcome patrons from around the world to experience the spirit of the Games, promoting Team USA to fans of all ages.

BY THE NUMBERS:

57	▶	INDIVIDUAL DONATIONS OF COLLECTIONS
600+	▶	ARTIFACTS DONATED
95	▶	TOURS OF ARCHIVES

TEAM USA FOR TOMORROW

Following the Olympic and Paralympic Winter Games PyeongChang 2018, a collection of Team USA athletes served as ambassadors for Team USA for Tomorrow, a community outreach program that provided opportunities for U.S. athletes to give back to their local communities and share the Olympic and Paralympic ideals. Ten Olympic and Paralympic athletes visited their hometowns or training towns to provide an inspirational talk, sport activity and school donation for local youth. Additionally, following the Southern California wild fires of November 2018, eight Team USA athletes visited Yerba Buena Elementary School in Agoura Hills, California, to deliver a surprise, uplifting assembly.

Following the assembly, Team USA athletes donated new softball and baseball equipment to Agoura High School students, whose equipment had been lost in the wildfires.

LIFESTYLE PUBLICITY CAMPAIGN

In partnership with NBC, the USOC carried out a year-long lifestyle publicity campaign that elevated the profiles of Team USA athletes and promoted Team USA through securing media coverage outside of traditional sports publications. Athletes were featured in publications ranging from *Bon Appetit* to *Buzzfeed*, *Parade* to *Popsugar*, in a Reddit Olympic AMA Series, and through a celebrity social media campaign, inviting fans to get to know America's athletes and their personalities beyond the context of sports.

TWO YEARS TO TOKYO

The USOC joined the global Olympic Movement on July 24 in commemorating the two-year countdown to the Olympic Games Tokyo 2020. Team USA took over Los Angeles, host of the 2028 Games, with a youth sport clinic, athlete appearances and social engagement. Nine athletes taught a variety of sports to 120 inner-city youth in Little Tokyo, and a variety of sports competitions took place from swimming to volleyball and basketball.

INTERNATIONAL ENGAGEMENT

The USOC is deeply engaged in international sport and was recognized as such in 2018 by topping both the Global Sports Nation Index and the International Sports Political Power Index. In total, Americans held more than 500 board, executive committee or leadership positions at the global level, including three IOC members, one International Federation president, four IF secretaries general and 12 IF vice presidents. Highlighting the year, Olympian Kikkan Randall became an IOC member through her election to the IOC Athletes Committee and Julie Dussliere, USOC chief of Paralympic sport, was elected president of the Americas Paralympic Committee. Additionally, the U.S. hosted six world championships in 2018, along with the International Court of Arbitration for Sport Board Meeting and the Panam Sports Development Commission meetings.

The USOC also supported eight NOC bilateral agreements—aimed at sharing best practices and strengthening collaboration—as well as cooperation agreements with the Association of NOCs of Africa and the Olympic Council of Asia. Additionally, the USOC supported six international delegation visits, while hosting athletes, coaches and officials from 63 nations at the two U.S. Olympic Training Centers. Further, the USOC partnered with the University of Delaware and IOC for its 10th edition of the International Coaching Enrichment Certification Program, which provided four modules of rigorous training to 31 coaches representing five continents, 31 countries and 15 sports. Meanwhile, the USOC IR Grant Program, awarded more than \$300,000 across 22 NGBs to support international efforts.





//SUPPORTING SERVICES

The USOC's diverse partners continue to be critically important to the success of Team USA. In 2018, three sponsors renewed their sponsorship agreements: Omega, Samsung and Visa.



WORLDWIDE



DOMESTIC



BROADCAST PARTNER



U.S. OLYMPIC AND PARALYMPIC PROPERTIES


Team USA, and the Olympic and Paralympic movements, continue to attract the partnership of many of the world's greatest brands, ensuring the long-term health and stability of the U.S. Olympic Committee and the athletes, National Governing Bodies and programs it supports.

Following the awarding of the 2028 Olympic and Paralympic Games to Los Angeles, pursuant to International Olympic Committee rules, the USOC and LA 2028 formed a joint venture—U.S. Olympic and Paralympic

Properties—to manage the sales of domestic Olympic and Paralympic marketing rights from 2021 through the 2028 Games. This joint agreement allows LA 2028 to raise funds for the Games while maintaining long-term USOC viability. The current agreements between the USOC and existing partners will expire at the end of 2020 with USOPP positioned to execute sales and activation management at that point.

The IOC's The Olympic Partners (TOP) program continues to expand and in 2018 announced the long-term extensions of current global partnerships with Samsung (2028) and Visa (2032).

SERVICES NECESSARY FOR THE PROFESSIONAL MANAGEMENT OF AND REVENUE GENERATION FOR THE ORGANIZATION INCLUDE ADMINISTRATIVE COSTS FOR HUMAN RESOURCES, LEGAL, FINANCE AND THE OFFICE OF THE CEO, PLUS THE MARKETING AND FUNDRAISING OPERATIONS THAT RAISE HUNDREDS OF MILLIONS OF DOLLARS FOR TEAM USA.



“THANK YOU SO MUCH TO THE DONORS. THEY’RE THE PEOPLE THAT SOMETIMES WHEN YOU DON’T BELIEVE IN YOURSELF AND YOU’RE THINKING, ‘OH MY GOSH, I CAN’T DO THIS,’ THEY’RE STILL BELIEVING IN YOU AND MAKING YOUR DREAM A REALITY. I DON’T THINK A LOT OF PEOPLE REALIZE THAT THE U.S. OLYMPIC AND PARALYMPIC TEAMS ARE NOT GOVERNMENT-FUNDED, SO ALL OF OUR SUPPORT FOR ATHLETES AND COACHES, IT’S THE DONORS AND THE SPONSORS THAT ARE MAKING THAT HAPPEN. I JUST WANT EVERYONE TO KNOW THAT THEY OWN A PIECE OF EVERY SINGLE GOLD MEDAL THAT TEAM USA BRINGS HOME.”

OKSANA MASTERS (FOUR-TIME PARALYMPIAN, EIGHT-TIME PARALYMPIC MEDALIST—NORDIC SKIING, CYCLING, ROWING)

MASTERS



//SUPPORTING SERVICES

U.S. OLYMPIC AND PARALYMPIC FOUNDATION

The U.S. Olympic and Paralympic Foundation was launched in 2013 to increase the level of philanthropic support provided to the athletes of Team USA. Following consecutive years of rapid growth, the foundation recorded its most successful fundraising year ever, raising critical resources that allow the USOC to make key investments in areas that promote excellence and innovation for Team USA.

The USOPF documented \$36.7 million in support and revenue, including gifts from 41,485 individuals across all 50 states—a 70 percent increase in unique donors from 2017.

The USOPF board of directors was yet again integral in guiding the efforts of the foundation in 2018. A prestigious group of philanthropists and visionaries, the board is comprised of individuals who believe deeply in the values of the Olympic and Paralympic movements and want to ensure the success of Team USA athletes on and off the field of play. This influential group of volunteers provides personal and professional expertise throughout the year, ensuring that the USOPF is prepared to accomplish its ambitious goals.

Increased participation in the USOPF Trustee Program also played a significant role in the foundation's overall success, with 18 new individuals and households joining the group in 2018.

NEW USOPF TRUSTEES IN 2018

Stacie and Daniel Allen	Nancy A. Kohl
Janice and Matthew Barger	Marie and John Queen
Alan Berro	Stephanie and Mark Robinson
Scott Brittingham	Dr. Barbara Klock and Salem Shuchman
Julia and Jim Davidson	Mari Nakachi and Daniel Simkowitz
Janine and Robert Dodson	Katherine and Matthew Waldman
Carol and Burton Goldfield	Sheila and William Walker
Julia and Ken Gouw	Shannon and Dennis Wong
Ken Griffin	
Sabrina and Marco Hellman	

USOPF trustees are tasked with advocating for the USOC's work both nationally and globally, raising awareness for the USOC's funding needs and referring others who may be interested in supporting Team USA.

Donors to the Team USA Fund also had an immense impact for U.S. athletes in 2018. As the U.S. Olympic and Paralympic Foundation's annual giving program, the Team USA Fund represents the wide base of philanthropic support from the American public that fuels Team USA. As such, it provides expendable, current-use resources to support the USOC's sport funding priorities. By giving to the Team

USA Fund, donors increase the amount of support provided to American athletes—and, in turn, maximize their potential of reaching the podium at the Olympic and Paralympic Games.

In total, the Team USA Fund raised more than \$5 million in current-use, unrestricted support by engaging supporters through mail activity, digital campaigns and multi-year gifts throughout the course of the year. Of the 41,485 contributors to the USOPF in 2018, 41,160 (99 percent) gave to the Team USA Fund.

TECHNOLOGY AND INNOVATION FUND

Faster, higher, stronger: The Olympic motto is on the minds of Team USA athletes each time they take the field. In 2018, a group of Silicon Valley-based leaders helped redefine what's possible for American athletes through their generosity and industry-leading expertise.

The USOPF's donor-supported Technology and Innovation Fund advanced the high-performance capabilities of 22 NGBs through projects ranging from the use of virtual reality goggles for race-day visualization to the detailed, in-flight tracking of data points in throwing sports to improve performance. Ten of these projects involved summer sports and eight catered to winter sports, while six projects benefited multiple sports across the Olympic Movement.

USOPF HOSPITALITY PROGRAM IN PYEONGCHANG

The USOPF hosted 80 individuals (40 families) in PyeongChang through its Games-time hospitality programs—exclusive Games experiences available only to U.S. Olympic and Paralympic Foundation donors.

As the philanthropic arm of the USOC, the USOPF provides hospitality offerings that allow supporters to see firsthand how their donations impact U.S. athletes and the high-performance programs that serve them. These hospitality programs provide unrivaled behind-the-scenes access to athletes, competitions and Team USA venues, which included interactions with more than 15 U.S. Olympians in PyeongChang.

Divided into three waves, USOPF donors and their families cheered on Team USA at 50 different Olympic events, including 70% (16 of 23) of Team USA's medal-winning performances.

Guests of the USOPF also visited the Athlete Village, USA House and the NBC Today Show set located within Gangneung Olympic Park.

The 40 families who joined Team USA in PyeongChang through the USOPF hospitality programs collectively made a significant philanthropic impact for U.S. Olympians, Paralympians and hopefuls. Donor gift revenue associated with program participation is estimated to eclipse \$10 million based on collective giving, supporting important USOC funding priorities like athlete stipends, training and competition expenses, and more.

For more information about the USOPF's hospitality programs, visit go.TeamUSA.org/hospitality.



BY THE NUMBERS:

2018 USOPF BOARD OF DIRECTORS (AS OF DEC. 31, 2018)

Sarah Hirshland—Ex-Officio
 Larry Probst—Ex-Officio
 Gordon Crawford—Chair

Dwight Anderson
 Nancy and Tim Armstrong
 John Babcock
 Andrew F. Barth
 Cori and Tony Bates
 Ray Bingham
 Michael Carter
 Kevin Clifford
 Molly and Robert Cohen
 Robyn Coles and Dr. Tony Coles
 Gayla and Kevin Compton
 Joan Criswell
 Brian Deevy
 Gina and Dan Dickinson
 Dave Dollinger
 Kristin Ehrgood
 Scott Freidheim
 Stephen C. Freidheim
 William May Garland III
 John Goldman
 Gary F. Goldring
 Joanie Hall
 Jim Hirschmann
 Bill Hybl
 Jim Keller
 Katherine Kendrick
 Jonathan Ledecy
 David Leuschen

Alicia Miñana and Rob Lovelace
 John Macfarlane III
 Lynda and John Marren
 Aria Mehrabi
 Rob Merrilees
 Allison and Roberto Mignone
 Joy and Thomas M. Mistele
 Corinne Nevinny
 Vadim Nikitine
 Erica and Kevin Penn
 Greg Penner
 Susan Schnabel and Edward Plummer
 David Poms
 Tracey and Brad Powell
 Anthony Pritzker
 Michael Ray
 Yucca and Gary Rieschel
 Johnathan Robertson
 Marti and Greg Rosenbaum
 Lizanne and Barry Rosenstein
 Lisa and Dmitri Shklovsky
 Barry Sternlicht
 Mary and Mark Stevens
 Steve Strandberg
 Ben Sutton
 Stuart Weitzman
 Lisa and Greg Wendt
 Kevin D. White
 Geoff Yang
 Lisa and Dan Zelson

18 NEW TRUSTEES

4,071 FIRST-TIME DONORS

41,485 TOTAL DONORS

\$36.7M IN SUPPORT AND REVENUE

\$5 MILLION RAISED THROUGH THE TEAM USA FUND

41,160 UNIQUE DONORS TO THE TEAM USA FUND

\$10 MILLION IN REVENUE ASSOCIATED WITH THE PYEONGCHANG USOPF HOSPITALITY PROGRAM



//FINANCIAL STATEMENTS

STATEMENTS OF ACTIVITIES—CONDENSED & CONSOLIDATED

As of December 31, (In thousands)

2018

SUPPORT AND REVENUE

Sponsorship and licensing	\$144,945
Boadcast revenue	121,798
Contributions, net	37,947
Other program revenue	6,463
Investment income	1,714
Other revenue	3,734
Total support and revenue	316,601

EXPENSES

Program services	
High performance programs	110,006
Olympic and Paralympic competitions	27,168
Athlete training facilities	28,869
Athlete and NGB foundational programs	23,094
Team USA media and promotion	21,884
Total program services	211,021

SUPPORTING SERVICES

Fundraising	11,845
Sales and marketing	15,510
General and administrative	31,280
Total supporting services	58,635

Total expenses	269,656
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Change in net assets before change in accounting treatment	46,945
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Net assets, beginning of period	236,006
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Net assets, end of period	\$282,951
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Note: This information is derived from audited financial statements. For a complete version of our audited financial statements, including the independent auditor's opinion, visit TeamUSA.org.

2018 EXPENSES

\$270M

USOC & USOPF—
CONSOLIDATED



\$110M // HIGH PERFORMANCE PROGRAMS	41%
\$27M // OLYMPIC & PARALYMPIC COMPETITIONS	10%
\$29M // ATHLETE TRAINING FACILITIES	11%
\$23M // ATHLETE & NGB FOUNDATIONAL PROGRAMS	9%
\$22M // TEAM USA MEDIA & PROMOTION	8%
\$59M // SUPPORTING SERVICES*	21%
\$270M // TOTAL	100%

*Includes fundraising, sales & marketing and general & administrative

STATEMENTS OF FINANCIAL POSITION—CONSOLIDATED

As of December 31, (In thousands)

2018

ASSETS

Cash and cash equivalents	\$196,396
Restricted cash, cash equivalents and investments	19,412
Investments	23,695
Accounts receivables, net	30,525
Prepaid expenses and other assets	11,935
Inventories, net	1,656
Investments held for deferred compensation arrangements	1,146
Land, buildings, and equipment, net	63,861
Total assets	\$348,626

LIABILITIES AND NET ASSETS

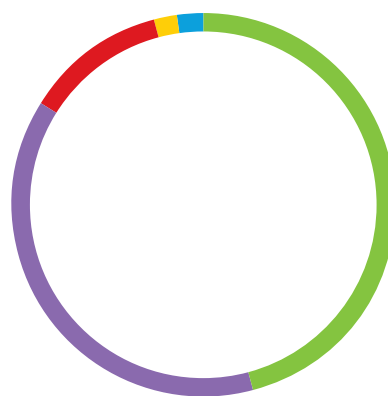
Liabilities	
Accounts payable and accrued liabilities	27,749
Deferred revenue	36,736
Deferred compensation arrangements	1,146
Other Liabilities	44
Total liabilities	\$ 65,675
Net assets (deficit)	
Without restriction	257,950
With restriction	25,001
Total net assets	\$ 282,951
Total liabilities and net assets	\$ 348,626

Note: This information is derived from audited financial statements. For a complete version of our audited financial statements, including the independent auditor's opinion, visit TeamUSA.org.

2018 REVENUE

\$317M

USOC & USOPF—
CONSOLIDATED



*Sponsorships involving the right to use Olympic/Paralympic marks and terminology over a contract term



//BOARD OF DIRECTORS

Lawrence F. Probst III (Chair)

Chair, Electronic Arts Inc.

Robert Bach

Former President of Entertainment & Devices Division, Microsoft Corp.

Jim Benson**

CEO, Benson Botsford LLC

Cheri Blauwet, MD

Three-Time Paralympian, Para Track and Field

Anita L. DeFrantz

International Olympic Committee Member

Daniel Doctoroff

Chairman & CEO, Sidewalk Labs

Sarah Hirshland*

CEO, United States Olympic Committee (as of August 2018)

Nina Kemppel

Four-Time Olympian, Cross-Country Skiing

Susanne Lyons

Acting CEO, United States Olympic Committee (March–August 2018)

Bill Marolt

Former President & CEO, U.S. Ski & Snowboard

Steve Mesler

Three-Time Olympian, Bobsled

Dave Ogreaan**

Former Executive Director, USA Hockey

Whitney Ping

Olympian, Table Tennis

Kikkan Randall

Five-Time Olympian, International Olympic Committee Member

Kevin White

Vice President & Director of Athletics, Duke University

Robert L. Wood

Former Business Group President, The Dow Chemical Company

**Non-voting*

***Completed elected terms on Dec. 31, 2018.*







UNITED STATES OLYMPIC & PARALYMPIC COMMITTEE
1 OLYMPIC PLAZA
COLORADO SPRINGS, CO 80909